

Project Workload Analysis and Resource Leveling (**PROC 1014**) **Response: Accepted. Reworded. See master document.**

## Scope

This process defines the means by which Project Managers (PM), Resource Providers, **District middle management groups, Response: Accepted. Reworded. See master document.** Corporate Board, and Regional Management Board (RMB) accomplish resource planning for the current fiscal year (CFY). All but the RMB will also use this process for the budget year (BY) and the year beyond the budget year (BY+1). For BY and BY+1, the RMB will use *Command Workload Analysis & Resource Leveling[PROC1024]*.

**Goal should be to coordinate resources horizontally (typically informally) at Resource Provider level within RBC, prior to raising issues to the RMB. Issues should only be raised to RMB as an exception. Response: Reworded. See master document.**

Projections of an organization's BY and BY+1 activities will be estimated based on best available information which may not be fully developed. Nevertheless, even a rough estimate based on PMPs and PgMPs, **Response: Accepted.** or other written documents will be worthwhile in anticipating workload in the outyears and therefore useful in the analysis. **Caution – need to have ALL data loaded accurately in order to make resource decisions. Process can not be implemented successful without full data entry by all functional elements. Response: noted**

## Policy

*Consolidated Command Guidance*[<http://www.usace.army.mil/inet/functions/rm/regs/regs.htm>]

*ER 5-1-11*[<http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-11/entire.pdf>]

*ER 37-1-26*[<http://www.usace.army.mil/inet/usace-docs/eng-regs/er37-1-26/entire.pdf>]

## Responsibility

The Business Management Office (BMO), in support of the Regional Management Board, is responsible for extracting Division workload and resource data for CFY, BY, and BY+1 from P2 and analyzing foreseeable workload/resource problems for organizations or functions deviating from the limits on the Quarterly Trigger Values Chart in the *Standard and Recommended Computations for Workload Analysis and Resource Leveling[REF1008]*. They are also responsible for communicating and documenting all RMB decisions made by both the RMB and the MSC Commander.

The Corporate Board and/or Project Review Board is responsible for deciding all unresolved resource conflicts between the PM and Resource Providers.

The Project Delivery Team (PDT) **or Program Manager for unassigned work Response: Sentence deleted from master document.** is responsible for developing project data to a functional or lowest organizational level for CFY, BY, and BY+1. P3e provides capability to assign a role to each individual resource assignment.

Resource Providers are responsible for extracting data from P2 to analyze and determine scope, methods of accomplishment, cost & distribution for activities identified by project delivery teams in CFY, BY, and BY+1. They are also responsible for ensuring adequate resources are available to meet the mission requirements and assigning roles to individual resources.

The Regional Management Board (RMB) is responsible for resolving CFY resource conflicts referred by Corporate Boards. In addition, under *Command Workload Analysis & Resource Leveling[PROC1024]*, the RMB is responsible for developing strategic plans regarding personnel acquisition or dismissal, contract type and quantity, development of regional centers of expertise, etc, in order to posture the Regional Business Center for the most efficient and effective future mission performance.

## Distribution

Business Management Office (BMO)\*

Corporate Board\*

Major Subordinate Command (MSC) Commander\*

Project Delivery Team (PDT)

Regional Management Board (RMB)\*

Resource Provider(s)\*

## Ownership

The BP/P2 Program Office is responsible for ensuring that this document is necessary, that it reflects actual practice, and that it supports corporate policy.

## System References

Acronyms and Glossary[REF1001]

CEFMS Cost of Doing Business Cookbook[http://www.usace.army.mil/inet/functions/rm/rmpg/revcook.pdf]

Change Management[PROC1004]

Command Workload Analysis & Resource Leveling[PROC1024]

PMP Development[PROC1012]

Resource Estimate Development[PROC1003]

Resource Forecast Analysis Annual Schedule[REF1009]

Standard and Recommended Computations for Workload Analysis and Resource Leveling[REF1008]

Team Establishment[PROC1008]

Work Acceptance[PROC1016]

## Activity Preface

This process is performed whenever workload and resource availability are being analyzed. This can occur when evaluating whether work should be accepted (see Work Acceptance[PROC1016]), or the impact of changes to existing projects/programs (see Change Management[PROC1004]).

When this process is complete, return to the calling process: Work Acceptance[PROC1016], PMP Development[PROC1012], or Team Establishment[PROC1008].

## Resource Provider(s)

1. Obtain district workload analysis report from P2.  
P2 reporting requirements are currently under development. **This is cool, but don't proceed without review of report and data quality by RWGs. Response: Sentence deleted from master document.**
2. Evaluate how the organization can provide resources necessary to execute the requested products and services. Priority for resource assignment shall be weighed on a regional basis **taking into consideration Response: Accepted. Reworded. See master document.** outsourcing percentage goals and customer preference.
3. Evaluate activities for lowest organizational level or functional employees. **Caution, foresee this as a labor intensive process which will add to project costs. Response: Processes determined to be best practice and not an encumbrance.**

The level-of-effort calculation is based on resource durations in P2. Real life constraints will not allow USACE employees to devote 100% of their effort to one activity on one project at a time. In order to provide better schedules to the project delivery team and other stakeholders, and to provide better workload analyses to Resource Providers, a computation is provided to compute productive time (effective hours) available per FTE. To see the computation, refer to Standard and Recommended Computations for Workload Analysis and Resource Leveling[REF1008].

A report showing rollups for function and organization workload for month or fiscal year is available. Considering the staff availability and capability, resource providers will determine CFY excess capacity or workload. As a rule, CFY workload will be acceptable if within the upper and lower limits shown in the Quarterly Trigger Values Chart within Standard and Recommended Computations for Workload Analysis and Resource Leveling[REF1008]. Eighty percent of the effective hours is the recommended target for annual workload during the first quarter of the CFY, or during the BY or BY+1. Some organizations may have higher or lower workload targets, but in no case should the **CFY Response: 1 & 3** annual target workload be more than 100% of effective hours.

**If workload conflict exists, goto task #4. Otherwise, end of activity.**

4. Work with Project Managers to change activity scope/schedule to resolve their team member's CFY workload conflicts **while still meeting Customer expectations. Response: Accepted.**  
Project managers also includes program managers for Support Services as defined in the ER 5-1-11 in conjunction with the development of Program Management Plans (PgMP).

**If workload conflict remains, goto task #5. Otherwise, end of activity.**

## Corporate Board

5. Determine if other alternatives are available to resolve conflict.  
The DPM is responsible for communicating and documenting the Corporate Board decisions to the district.  
**If workload conflicts are resolved, end of activity. Otherwise, goto task #6.**

## Business Management Office (BMO)

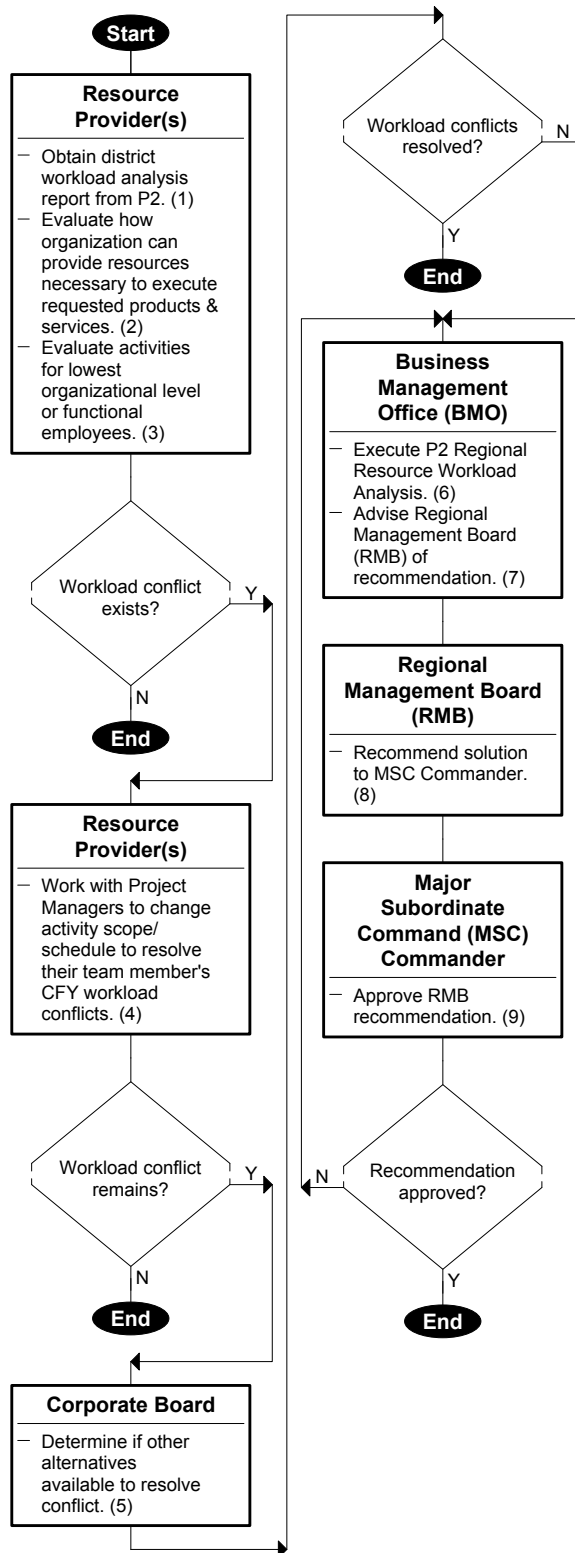
6. Execute P2 Regional Resource Workload Analysis.
7. Advise Regional Management Board (RMB) of recommendation.  
Business Management Office (BMO) is responsible for communicating and documenting all RMB decisions made by both the RMB and the MSC Commander.

## Regional Management Board (RMB)

8. Recommend solution to MSC Commander.  
Refer to *Command Workload Analysis & Resource Leveling[PROC1024]*.

## Major Subordinate Command (MSC) Commander

9. Approve RMB recommendation.  
**If recommendation approved, end of activity. Otherwise, goto task #6.**  
**End of activity.**



**Project Workload Analysis and Resource Leveling Flowchart**